

**WORKFORCE
INVESTMENT ACT**

LOCAL PLAN

**Waukesha-Ozaukee-Washington
Workforce Development Board
Area #3**

April 2005

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INTRODUCTION

The Waukesha-Ozaukee-Washington Workforce Development Board (WOW WDB) submits this two-year plan understanding that a more comprehensive WIA local plan will be due in fall 2005. WIA Local Plan Guidelines issued in March 2005 were used in preparing the plan.

I. Workforce Development Area Needs, Labor Market Analysis, and Assessment of Workforce Investment Activities and Assets

A. WOW WDA Workforce Area Needs

1. Describe the local workforce area needs as they relate to:

a. Employers/Businesses

- Attracting, training, and re-training healthcare and IT workers
- Stem the flow of young, educated workers out-of-state
- A readily available supply of workers, entry level and skilled, with basic computer skills
- Assistance in attracting new workers to the area
- Access to best practices in retention/recruiting
- Access to the means to stay competitive in a global economy
- Access to information regarding the labor market and labor law issues
- Access and assistance in dealing with transportation issues
- Access and assistance in dealing with child care issues
- Better information and dissemination of information on available one-stop services

b. Job Seekers

- A method of self-assessment that leads individuals to services that best meet their needs
- Workshops which assist job seekers in preparing for employment opportunities
- Access to career counseling and placement assistance
- Employment opportunities capable of providing an adequate standard of living the job seeker and his/her dependents
- Awareness of the one-stop services available within the community
- Access to the training opportunities that will allow job seekers to compete for higher skilled jobs
- Access to affordable transportation systems to link job seekers with available job openings
- Access to quality childcare that allows job seekers to work a variety of shifts and days
- Access to affordable housing that is within a reasonable commuting distance to employment opportunities

c. Incumbent Workers

- Access to training opportunities that enable advancement within present employment
- Access to career counseling and placement assistance
- Access to the information necessary to make informed decisions concerning the local labor market and jobs available within the region
- Continued commitment by local employers as to the importance of incumbent worker training, both in-house and by outside providers
- Access to affordable housing within a reasonable commuting distance from their place of employment
- Access to quality childcare which allows the individual to pursue additional training and/or shift and schedule changes

d. Youth

- Access to a quality education, including alternative educational methods
- Access to career development opportunities and encouragement to take part in such activities
- Access to a variety of activities designed to transition a student from school to the workplace, including but not limited to youth apprenticeships, career exploration, job shadowing and internships
- Access to post-secondary education, training and employment opportunities
- Access to work opportunities designed to provide exposure to those “soft skills” required by area employers and which are suited to the career goals of the individual youth

B. Labor Market Information

Introduction

According to the April 2005 Workforce Development Profile, the Milwaukee-WOW overall job growth of 15.7% places the region as Wisconsin’s fastest growth region. Projections are that one of every three new jobs in Wisconsin will be in the Milwaukee-WOW region as of 2012. Because the WOW Workforce Development Area (WDA) is so economically integrated with the Milwaukee WDA, labor market information and analysis used for planning purposes is from this regional perspective.

In the Milwaukee-WOW WDA, the manufacturing industry continues to represent a large percentage of employment and is projected to show a job growth of 2% by 2012. This sector includes the printing industry and related occupations. However, due to faster growing industry sectors, the manufacturing sector is projected to lose overall employment share (declining from 17% - 15% by 2012). Other industry sectors that will lose employment share locally but not decline in employment are total trade; financial activities; leisure and hospitality; and government employment. Statewide, declining occupations are clerical and administrative support occupations, machine operators and production occupations (i.e. assemblers).

Locally, 60% of the projected total openings in all occupational groups will be for replacement workers versus the need for new workers. In fact, 75% of the projected need for office/administrative support openings will be for replacements versus new positions, reflecting the decline in this occupation. The same decline holds true for occupations in installation, maintenance, repair and production, food preparation & serving and sales. Many of these replacement positions will be created due to the baby boomer's retiring.

The fastest growing industries in the region will continue to be education and health services, and information, professional business and "other services" sector (personal care, protective maintenance). Statewide, of the 30 occupations expected to grow over the next ten years, 15 are health care occupations. Nine are computer technology occupations.

1. Identify the current and projected occupational employment opportunities in your WDA

Current employment opportunities: The top occupations in the five largest industries (WOW WDA), accounting for one out of every five jobs in the region are:

Food services and drinking places (full-service and fast food restaurants)

This industry represents the region's largest and fastest growing industry.

Occupations: food preparation and serving; waitstaff; bartenders; cooks

Education services (public, private institutions)

Occupations: teachers, administrators, support staff

Professional, scientific & technical services

Occupations: computer analysts, software engineers, programmers, support specialists; accountants, auditors, bookkeepers, accounting/auditing clerks; lawyers; executive secretaries, administrative assistants; customer service representatives

Fabricated metal product manufacturing (machine shops, forging, stamping)

Occupations: machinists, cutting/punching & press machine setters/operators, assemblers, welders, solderers, computer-controlled machine tool operators

Merchant wholesalers, durable goods

Occupations: sales reps (wholesale, manufacturing, technical & scientific)

Projected employment opportunities: The Milwaukee-WOW WDA is the fastest growing region in Wisconsin in job growth. The WOW WDA will comprise about 12% of the state's total employment by 2012.

According to the April 2005 WOW Workforce Development Area Profile, published by the DWD Office of Economic Advisors, total occupational employment is projected to grow by 131,100 jobs by 2012 in the Milwaukee-WOW WDA bringing the total number of jobs in the Milwaukee-WOW WDAs to approximately one million by 2012.

Employment in education and health services and information, professional business and other services sectors are projected to show the greatest increases in employment with manufacturing employment on the decline. One out of every three new jobs in the Milwaukee-WOW WDA will be in the education/health sector compared to one out of 50 in manufacturing, reflecting the state and local transition from a manufacturing to a technology-based economy.

Fastest Growing Occupations: Milwaukee-WOW WDAs

<u>Occupational title</u>	<u>Percent change 2002-2012</u>
Network systems/Data comm analysts	61.9%
Medical assistants	60.3
Physician assistants	58.8
Med records/Health info technicians	56.1
Computer software engineers	54.9
Physical therapist aides	52.0
Home health aides	51.3
Social/human services assistants	49.4
Personal and home care aides	48.6
Respiratory therapy technicians	47.8
Personal financial advisors	47.2
Environmental engineers	46.4

Occupations with the Most Job Openings: Milwaukee-WOW WDAs

<u>Occupation</u>	<u>Percent Change 2002-2012</u>	<u>Total Openings (new + replacements)</u>
Retail Salespersons	12.7%	1,190
Cashiers	13.8	1,130
Food Prep	20.7	840
Registered Nurses	32.2	790
Waiter/waitress	13.8	750
Office/general clerk	11.8	580
Janitors/cleaners	16.9	580
Laborers/freight/stock/materials	6.2	520
Nursing aides/orderly	27.0	510
Customer service rep	22.3	500
Sales representative	19.8	490
Reception/Info clerk	29.5	430
Personal care aide	48.6	410
Truck driver/tractor	23.4	400
Team assembler	-1.2	340
General/ops managers	16.8	340
Bookkeeper/account clerk	6.2	330
Stock clerk	-3.4	330
Exec sec/admin asst	8.4	300
Maids/housekeepers	16.3	280

2. Describe the job skills necessary to obtain the current and projected employment opportunities

Twelve of the 20 top-growth occupations are entry-level, requiring low-skilled employees and short-term, on-the-job training. Many of these occupations are concentrated in food service, retail, and other service-oriented positions. The wages for these occupations (at middle 50% hourly wage ranges) are between \$6.02 and \$13.79 per hour.

Skills necessary to obtain the current and projected employment opportunities include basic math and reading. In addition, most positions require written and verbal communication skills and problem solving skills.

However, there are gaps existing between these required skills and actual skills and knowledge possessed by high school graduates. Many of the current and projected employment opportunities are ideal for high school graduates who possess these required skills as the jobs require a minimum amount of training.

Six of the top 20 high-growth occupations require moderate-term, on-the-job training and are in the customer service and manufacturing environments. Wages for these occupations (at middle 50% hourly wage ranges) are between \$9.68 and \$32.53 per hour.

Current and projected skills gaps are in the healthcare industry and the computer technology industry, creating a need for continued focus on training and re-training in these areas.

In addition, health care delivery skills, math and problem solving skills, managerial and team leadership skills – these are among the most critical skills needed in the state's available, critical and projected jobs.

3. Identification of high demand/high wage jobs and industry clusters, as well as the related skill needs and an assessment of current activities to address those needs in your local area.

Consistent with the state's high demand jobs now and in the future, are those involving the use of computer technology. Of the 30 occupations expected to grow over the next ten years, nine are computer technology occupations. These jobs cross many industries including financial, manufacturing, business services, information and professional services. There are, in fact, very few occupations, regardless of industry sector, that do not require some level of computer skills.

Health care occupations (i.e. nurses, therapists, medical assistants) are also in high demand. Growth in these jobs is estimated at a rate of 25.5% by 2010 (U.S. Bureau of Labor Statistics). Of the 30 occupations expected to grow over the next 10 years, 15 are health care occupations.

In the Milwaukee-WOW WDA, total occupational employment (new and replacement positions) is expected to grow by 131,100 jobs by 2012 (13,100 jobs

annually). Occupations that are creating more *new* jobs compared to replacement jobs show an increased demand for workers.

The top 12 occupational groups for Milwaukee-WOW WDA with the highest projected increase in **new** jobs annually are:

Occupation	Annual Average Number of New Jobs 2002-2012	Annual Average Wage
Health care practitioners, technicians and support	2160	\$43,572
Protective, maintenance and personal care services	1520	24,357
Management, business and financial operations	1390	70,788
Office/administrative support	1160	29,040
Sales and related	1150	34,850
Transportation	930	27,500
Installation, maintenance, repair and production	900	33,585
Education, training and library	850	43,010
Computer, math, architecture and engineering	840	60,214
Life and social sciences, legal, art and entertaining	770	44,468
Food preparation and serving	770	17,990
Natural resources, mining and construction	700	44,153

The majority of the occupations in the preceding table require only short-term, on-the-job training (4,380 out of the 13,140 total new jobs projected annually). Approximately 2,670 of the projected new jobs will require bachelor's degrees; 2,000 will require moderate-term, on-the-job training; 830 will require long-term, on-the-job training; 690 will require work experience in a related occupation; 630 will require an associate's degree; 600 will require postsecondary vocational training; 600 will require a bachelor's degree or more, plus work experience; the remainder will require doctoral, master's or first professional degrees.

According to the April 2005 WOW Wisconsin WDA Profile, one out of every eight jobs in Wisconsin are located in the WOW WDA and the wages these jobs pay are the highest in the state on an annual average basis, with the exception of the leisure and hospitality; and public administration industry divisions.

According to the occupation projections for Milwaukee-WOW WDA 2002-2012, wages in the high-end computer occupations (excluding occupations requiring greater than a bachelor's degree), have an annual average wage from \$40,410 to \$77,650.

The high-end wages in health care occupations projected to grow (excluding occupations requiring greater than a Bachelor's degree) range from \$22,020 to \$67,460.

Current activities to address these projected needs include regular collaboration with area technical colleges to provide the necessary educational and skill set training in order to fill these higher wage employment opportunities. In addition, labor market information is made available to potential employees and employers in order to prepare for the projected labor demands. Collaborations with area businesses and technical colleges are discussed in section V.

C. Assessment of Current Workforce Investment Activities and Assets in the WDA

1. Provide a description and assessment of the type and availability of all workforce investment activities available to adults and dislocated workers and displaced homemakers in the WDA.

With all customers, we believe in training, through the utilization of Individual Training Accounts (ITAs), to attain higher paying jobs and stress that all partners encourage their customers to explore these occupations. All programs are available through the four Workforce Development Centers in Pewaukee, West Bend, Mequon and Hartford and at other locations throughout the three-county area. They include:

- English as a second language instruction
- Adult literacy training
- Adult vocational training
- Career exploration
- Basic skills upgrading
- GED and HSED
- Resume preparation and interviewing techniques
- On-the-job training
- Placement assistance
- Introduction to non-traditional occupations
- Food share employment and training services (FSET)
- Medical assistance/BadgerCare W-2 program Services
- Housing assistance
- Transportation assistance
- Childcare
- Job access loans
- Food pantry
- Counseling
- Apprenticeship training
- Veterans employment and training services
- Labor market information
- Job fairs and recruitment events
- Various workshops of interest to the adult job seeker

2. Provide a description and assessment of the type and availability of all workforce investment activities available to youth in the WDA.

- English as a second language instruction
- Career exploration
- Youth apprenticeships
- Cooperative education
- Labor market information
- GED and HSED
- Work experience
- Work experience summer programs
- Scholarship opportunities
- Job search assistance
- Job skills training
- Childcare assistance
- Transportation assistance
- Assessments
- Occupational learning

3. Provide a description and assessment of the type and availability of all workforce investment activities available to employers in the WDA.

- Workplace education
- Apprenticeship training
- On-the-job training
- Customized training
- Job matching
- Employee recruitment programs
- Job listing (JobNet, America's Job Bank, Tech Connect)
- Information on ADA, workplace accommodations, labor law
- Interviewing sites
- Labor market information
- Revolving loan funds
- Site database of Waukesha County business parks
- Job fairs
- Internships

Services offered are responsive to customers' needs; they will change based on demands and management decisions.

II. Workforce Development Area Vision and Goals

In July 2000 the Waukesha-Ozaukee-Washington Workforce Development Board (WOW WDB) developed a comprehensive strategic plan. The framework for that plan included the following components:

- Board Role and Purpose (Mission)
- Board Aspiration

- Guiding Principles (Values)
- Future Priorities (Goals)
- Key Initiatives (Action Plan)

In August 2002, the board engaged in another strategic planning process with the following specific objectives: 1) Help the board to accomplish its Vision/Aspiration by focusing on issues where the board can exert decisive leadership to create tangible results; 2) Review and re-energize the strategic plan developed in 2000, with particular emphasis on how the board will operationalize each of the strategic goals.

The result is the current WOW Workforce Development Strategic Plan, which is outlined below:

Role and Purpose

- The purpose of the Workforce Development Board is to resolve the employment issues affecting our communities, by:
- Encouraging collaborative efforts among all stakeholders—employers, employees, job seekers, service providers, educational institutions, government entities, chambers of commerce, and other groups—to address critical issues, share information and develop innovative solutions
- Engaging employers, individually and collectively, in creative efforts to address and resolve workforce issues
- Gathering and disseminating information on workforce issues—to inform the public and educate concerned parties
- Assuring the coordination, integration and customer responsiveness of services provided through the Workforce Development Centers, and accountability for results
- Sponsoring the development of new programs and initiatives to meet changing community needs
- Exerting influence on policy and decision-making at state, regional and local levels

Aspiration/Vision

The Workforce Development Board will be recognized as the catalyst for innovative workforce solutions, providing leadership and vision to advance the economic well-being of the region for employers, employees and job seekers.

Guiding Principles (Values)

The WOW Workforce Development Board (WDB) will be an efficient, accountable, customer-focused organization. The board will strive to fulfill its mission, accomplish its vision, and implement its strategic plan, exercising leadership to positively impact the communities it serves, abiding by the following principles:

Customer Focus: The WDB is committed to satisfying its customers: employers, employees and job seekers - as well as the partner agencies it serves in the Workforce Development Centers.

Commitment to Results: Every program or initiative conducted by the WDB or its agents will be linked to clearly defined and measurable outcomes and will be evaluated based on its success in achieving those outcomes.

Competitive Performance: The WDB will assure the best programs and services at the best cost and will explore alternative service providers or public-private partnerships to achieve that standard.

Shared Accountability: WDB members will operate in a collaborative manner and assume shared accountability for the fulfillment of the board's vision/purpose and the accomplishment of its strategic plan. Members of the board, while representing their respective constituencies, will nonetheless be committed to the board's common interests and objectives.

Commitment to Partnership: To support resource optimization and the coordination and integration of services, the WDB will be an active partner in the Workforce Development Center management teams.

Flexibility to Adjust to New Conditions: The WDB is committed to an ongoing and dynamic planning and review process to respond proactively to the changing conditions affecting our customers and communities.

Knowledge Sharing: The WDB is committed to knowledge sharing and idea exchange to facilitate informed and creative problem solving and continuous improvement.

Leverage Resources: The WDB will make the best use of its budgeted resources and seek creative options to expand the resources available to accomplish its plans through alliances with other public and private organizations and institutions.

Board Development: The WDB is committed to ongoing board member education and communication to achieve its objectives.

Excellence: The WDB recognizes that it cannot solve every problem or satisfy every need. What the board does, it does well.

Goals and Key Initiatives

Goal 1: Influence public policy to create solutions to workforce development issues

Initiatives:

- Further develop and enhance a strategic partnership with the Milwaukee County Private Industry Council
- Work with the State Department of Workforce Development and elected officials to exert greater local control over funding, programs, etc.

Goal 2: Assure the coordination, customer responsiveness and cost-effectiveness of services provided through the Workforce Development Centers

Initiatives:

- Direct the development of a seamless, integrated database
- Develop and implement outcome based performance standards for the Centers

Goal 3: Assure the changing needs of the community are met through new program development

Initiatives:

- Identify priorities, develop and promote programs/services to support workforce needs
- Identify priorities, develop and promote programs/services to support employers' needs

Goal 4: Obtain sufficient resources to sustain the board's ability to fulfill its purpose/mission and accomplish its aspiration/vision

Initiatives:

- Seek additional resources in partnership with other entities, public or private.
- Develop sponsorships for one-time program initiatives

Goal 5: Facilitate creative approaches to macro workforce issues in collaboration with other organizations.

Initiatives:

- Heighten awareness—among parents, youth and school counselors—of options other than the “one-size-fits-all” success model (high school graduation followed by a four-year college degree)
- Increase employer utilization of creative approaches to minimize the impact of the workforce shortage
- Create multiple vehicles for the collective voice of employers to be heard on the negative impact of skyrocketing health care costs in Southeastern Wisconsin.

III. Workforce Development Board

A. Plan Input and Review Process

The content of the local plan results from the dynamic process of analysis of workforce development issues by the WDB and its subcommittees and their subsequent decisions. Input is welcomed during any of the committee or WDB public meetings. Business leaders, economic development entities, labor organizations and mandatory One-Stop partners are all represented as members of the WDB. The Joint Executive Committee of the WDB is comprised of the WDB Executive Committee and County Board Supervisors from each of the three counties.

Copies of the 2005 local plan submitted and approved by the WDB Chair and Waukesha County Executive will be available for public review and comment for 30

days beginning Monday, May 2, 2005 at any of the Workforce Development Centers in the three counties. The plan will also be available for review at the board website at www.wowwdb.org. Comments received and the board's response to those comments will be submitted to DWD by June 10, 2005.

In addition to the public access to the plan on the website, Workforce Development Board members who include business and labor organizations, one-stop partners, economic development entities and local elected officials will receive notification that the 2005 local plan is available for review and comment.

B. Workforce Development Board Functions

1. The WDB has not identified any roles or responsibilities that differ or are in addition to those listed in the plan guidelines.
2. The WDB has designated Waukesha-Ozaukee-Washington Workforce Development, Inc. as the fiscal and administrative agent for the disbursement of grant funds.
3. The Board requests that Wisconsin ask for a waiver of the ten percent limit on administrative costs under WIA. We suggest an administrative limit of 15 percent.

C. Workforce Development Board Composition

1. Nomination and Selection Process
Names of nominees suggested by partners, board members, labor organizations or local chambers of commerce are presented to the chief elected official for his final approval and appointment to the WDB.
2. Updated Membership List
The WOW WDB was recertified by the Governor in 2004. Two changes in composition have occurred since then and are reflected in the membership list, **Attachment A**. A representative from the manufacturing sector resigned and a representative from the professional and business service sector was appointed by Waukesha County Executive, Dan Finley.
3. WDB committee structure, responsibilities and meeting schedule
Attachment B (1-4) details the committees of the WDB, roles of each, a representative schedule of meetings and committee members.
4. Process for filling vacancies from business
See Section 1 above. For any other vacancy, nominees will be solicited from the mandatory partner program and submitted to the chief elected official for appointment to the WDB.

D. Youth Council

1. The role and responsibilities of the Youth Council are as follows:
 - Work with Board staff to develop that part of the WIA plan that relates to services for youth

- Review and recommend eligible providers of contracted youth services to the board
- Provide oversight of youth service contracts
- Ensure coordination of area youth activities

2. Conflict of Interest for Youth Council members

A member of the Youth Council may not vote on a matter under consideration by the council regarding the provision of services by such member (or by an entity that such member represents); or that would provide direct financial benefit to such member or the immediate family of such member; or engage in any other activity determined by the Governor to constitute a conflict of interest as specified in the State plan.

Members will be required to abstain from voting on any issues as outlined above. Such an abstention will be duly noted in the minutes of that meeting.

If, at a later point in time, any member is found to be guilty of violating this requirement, he or she will be removed from the council and the vote in question will be put forth to the council for a second review and vote.

3. **Attachment C** is the current Youth Council membership list.

4. **Attachment B** includes the meeting schedule for the Youth Council. The level of involvement is equal to that of other WDB committees. Recommendations from the Youth Council are highly valued as the WDB makes decisions. Recent activities are outlined in the agendas for the December 2004 and February 2005 Youth Council meetings. In December the council made recommendations to the WDB regarding skill training funding and high demand occupation priorities; discussed strategic direction for the Youth Council; reviewed Performance data for the first quarter of PY2004; learned about two area youth initiatives – Get Ahead Program at La Casa de Esperanza and Second Chance Program at Generac Power Systems. In February the council discussed the PY03 annual performance measures; received updates about the status of two grant applications; and listened to two presentations – Mini Business World and a summary of an October 2004 local presentation by Steve Gunderson.

E. Workforce Development Board Support and Administration

1. Complete description of the WDB's support and administrative procedures

The WDB itself has no paid staff. A written agreement names WDI as the administrative and fiscal agent for the WDB. Partners in the agreement include the chief elected officials of the three counties and the WDB.

WDI functions as the administrative entity, grant recipient, fiscal agent, and oversight manager. As such, staff of WDI do provide support to the WDB in fulfilling the responsibilities of a fiscal and administrative agent.

The one-stop operator appointed by the WDB is the management team for each of the three counties. The Operations Manager, a contracted employee hired by

the management teams is the individual representing the one-stop operator in its support of the WDB. The Operations Manager reports to the WDB and various committees.

2. Organizational chart of WDB staff, administration and support

There is no chart of WDB staff as the WDB employs no staff directly.

Attachment D is the WDI organizational chart of those staff whose roles include administrative functions.

3. Describe the distribution of administrative funds subject to the 10% limit as allocated to WDB support, One-Stop Operator, Core/Intensive Services, Training or Other.

Administrative funds subject to the 10% limit are used for WDB support, and costs of core/intensive services delivery and training.

IV. One-Stop Delivery System and One-Stop Operator

A. Description of the One-Stop System

There is a one-stop center located in each of the area's three counties. Program services are made available to job seekers, incumbent workers, and to area businesses through the one-stops' partner agencies.

The partner agencies at the four Workforce Development Centers are listed below. The Workforce Development Center of Waukesha County has three additional agencies that provide services through subcontract arrangements with one or more of the primary partner agencies. Each of the Workforce Development Centers is considered a comprehensive one-stop center.

- 1) Workforce Development Center of Waukesha County
892 Main Street
Pewaukee, WI 53072

Partner Agencies:	Waukesha County Technical College Waukesha County Health and Human Services WOW Workforce Development, Inc. ACS (W-2 administrative agency) Partners for Education Waukesha County Economic Development Corp. State of Wisconsin DWD – Job Service and DVR
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Subcontract Agencies:	AFL-CIO/LETC Kaiser Group Inc. La Casa de Esperanza Inc.
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- 2) Workforce Development Center of Ozaukee County
MATC North Campus
5555 W. Highland Road

Waukesha-Ozaukee-Washington Workforce Development Area

Mequon, WI 53092

Partner Agencies: Milwaukee Area Technical College
Ozaukee County Department of Social Services
WOW Workforce Development, Inc.
State of Wisconsin DWD – Job Service and DVR

- 3) Workforce Development Center of Washington County
2200 Green Tree Road
West Bend, WI 53090

Partner Agencies: Moraine Park Technical College
Washington County Department of Social Services
WOW Workforce Development, Inc.
State of Wisconsin DWD – Job Service
Threshold, Inc.

- 4) Workforce Development Center in Hartford
666 Grand Avenue
Hartford, WI 53027

Partner Agencies: Moraine Park Technical College
Washington County Department of Social Services
WOW Workforce Development, Inc.
State of Wisconsin DWD – Job Service & DVR

Center services are available to customers at three levels: self, light and intensive. They include:

- Eligibility determination
- Outreach, intake and orientation
- Initial assessment
- Job search and placement assistance
- Career counseling
- Labor market information
- Information on area job openings
- Information on program performance
- Availability of supportive services
- Information on filing claims for unemployment compensation
- Assistance in establishing eligibility for financial aid programs
- Follow-up services
- Assistance in assessing eligibility for WIA training funds

The majority of the above services can be accessed at the centers. In some instances, the customer will need to complete some activities at other sites.

Customized service needs can be assessed through the completion of a User Guide. This service-needs assessment can be completed by the customer at the center, with or without staff assistance. The guide can also be accessed electronically on

the center website www.wfdc.org. Based on the information provided, the various partners and center staff can determine the services to be offered.

B. Description of the One-Stop Operator

1. Structure and Governance

The Waukesha-Ozaukee-Washington (WOW) Workforce Development Board (WDB) is the state designated public body responsible for oversight of the Workforce Development Centers (One-Stops) in the three-county region. The WDB is responsible for the designation of the One-Stop Operator (OSO). The WDB has designated a management team for each of the three counties to be responsible for the day-to-day management of the four Workforce Development Centers.

The three management teams are comprised of agency directors of each center's partner agencies. The management teams are staffed by an Operations Manager. The management teams are responsible for the development of the Memorandum of Understanding (MOU), formation of policy recommendations, determination of core, intensive and training services offered in each center, monitoring center achievement of established performance measures, and maintaining a collaborative planning process to best utilize the various federal and state employment and training programs available in the area.

WOW Workforce Development, Inc. (WDI), administrative agent for the WOW Workforce Development Board, is the designated fiscal and administrative agent for the Workforce Development Centers.

Individual partner agencies are responsible for the administration, planning and operations of the programs sponsored by each organization. The coordination of resources by partner agencies, as found in the WDB's strategic goals, is a primary responsibility of the management teams.

Within each management team, committees are established as necessary to address issues including center operations, marketing, and information technology.

2. Memorandums of Understanding (MOUs)

MOUs were created for operations and responsibilities for each of the centers and will be updated in fall 2005.

3. Operations Management and Infrastructure

The management teams for the four Workforce Development Centers have an Operations Manager to implement policy. The Operations Manager is responsible for the overall operations of the Workforce Development Centers in Pewaukee, Hartford, Mequon and West Bend, with the primary task of maintaining a cohesive delivery system for all partner agencies' center-based services. The Operations Manager provides leadership for center-wide initiatives and is under the direction of the management team from each center.

The Workforce Development Centers have formed operations teams that work under the direction of the Operations Manager. The operations teams, which consist of representatives from agencies or departments, enhance center-wide communication and assist in improving service delivery and implementing policy and new initiatives.

A Program Services Assistant provides support to the Operations Manager.

The Workforce Development Centers have a Marketing Coordinator who works directly with the Operations Manager to coordinate overall marketing for the four centers. The Marketing Coordinator manages the development of a marketing plan and budget in cooperation with the marketing committee.

The Information Technology Manager provides day-to-day support and problem solving for computers and users. The IT Manager provides front line support and administration of the local area networks, gateways and controllers. The IT Manager installs new computer-related equipment and software and upgrades existing equipment as necessary.

The Workforce Development Centers in Ozaukee and Washington Counties share a Center Coordinator who provides direct day-to-day leadership at the centers. The Center Coordinator works directly with the Operations Manager to maintain a cohesive delivery system for all partner agencies in the Workforce Development Centers of Ozaukee and Washington Counties.

V. Demand-driven Workforce Investment System

A. Describe what system or process, if any, your WDB has in place to work with businesses and find out what their needs are.

Business Services Unit

The WDB's primary system for working with businesses is through the operation of the Business Services Unit (BSU). The BSU develops strong relationships with the business community by providing comprehensive, customer-focused services. These services are designed to help businesses maximize their resources for hiring, training, retaining and expansion. Each company is assigned a representative who is knowledgeable in their industry and who can design a plan suited to meet their short- and long-term business needs. Currently, the BSU consists of six Business Services Representatives (reps), each of whom is assigned to cover specific industry sectors.

While center-wide marketing efforts, such as newspaper ads, billboards, and a website help draw businesses to the center, Business Services Representatives take a proactive approach in reaching out to area businesses. Characteristic duties of the reps include:

- Contacting area employers for the purpose of job development and marketing of job center services
- Coordinating with case managers for referral of applicants to job openings

- Through relationships with employers, developing on-the-job training, customized trainings, youth internships and other employer training contractual arrangements
- Taking job orders from employers and ensuring the job orders are entered into JobNet

Reps develop and maintain employer accounts through regular contact and follow-up that includes, but is not limited to, the following activities:

- Cold calls to area businesses
- Distribution of employer information folders
- Being on call for walk-ins and telephone calls
- Networking (i.e. attendance at seminars, business association events, trade shows, etc.)

Board members

The majority of WOW Workforce Development Board members are individuals who represent area businesses. They provide expertise on topics related to their fields and provide regular input on the needs of businesses in the community. Their opinions on various workforce issues are frequently solicited and always valued.

Employer satisfaction surveys

Every six months, the Workforce Development Centers in Waukesha, Ozaukee and Washington Counties conduct a confidential survey of approximately 100 employers who have used center services during that time period to assess their satisfaction with the level of service they have received. Care is taken not to resurvey the same companies multiple times. The results of these surveys are tabulated and shared with the Business Services Representatives, members of the center management team, the WDB and various committees, and the entire center staff. Discussions are held at each level to recognize positive comments and to identify potential improvements.

Job fairs

Twice each year—spring and fall—the Workforce Development Centers host an employer Job Fair. In addition, they have held specialized job fairs specifically for the health care, construction, manufacturing, and transportation industries. In 2004 the Workforce Development Center in Waukesha County held four job fairs, which featured a total of 179 employer-sponsored booths and attracted more than 2,400 job seekers. Job fairs are an excellent opportunity to make new business contacts and solidify or expand relationships with existing contacts.

Grant opportunities

The Planning and Evaluation Unit staff of WDI works closely with the Business Services Unit to explore relationships with businesses that are related to potential grant applications. Planners may solicit varying degrees of involvement from businesses for grant-related activities and have cultivated many valuable partnerships in the course of its grantseeking activities. Recent examples of contact with area businesses include:

- Face-to-face interviews with human resources personnel and nurse managers in the major area health care organizations to assess workforce needs

- Online survey of 650 Waukesha County businesses regarding employee transportation issues
- Close collaboration with representatives of a regional manufacturing council on the implementation of a manufacturing training program

In the next two years, the Planning and Evaluation unit will take a more proactive approach in working with businesses to determine their interest and ability to participate in grant activities. As many grant programs provide only 30 to 45 days between the announcement of funding availability and the proposal submission deadline, the WDB believes that having preliminary discussions with key employers in high-demand occupations will enable the preparation of higher quality proposals. Meetings with individuals in the retail and printing/publishing industry are planned. The groundwork has been laid for future grant collaboration involving multiple health care providers and Workforce Development Boards in the region.

B. Describe the partnerships with regional business associations that the WDB has developed, such as Chambers of Commerce, local economic development organizations, and others.

Chambers of Commerce

Various staff members represent the Workforce Development Centers on many of the Chambers of Commerce in the three-county area. They attend chamber functions and participate on related committees. For example, the Business Services Representative assigned to the manufacturing industry attends meetings of the Greater Brookfield Chamber of Commerce Manufacturing/Industrial Council. This committee provides specialized networking opportunities for the chamber's manufacturing and industrial members, addresses their business issues and works toward solutions that will strengthen the economic and business climate for all area manufacturing and industrial companies.

The operations manager has completed Leadership Waukesha, a program of the Waukesha Area Chamber of Commerce that provides the tools, processes and inspiration necessary to develop and enhance leadership skills that will empower participants to assume effective leadership roles in our community and further their careers.

Economic Development Organizations

The coordinator for the Workforce Development Center (WDC) in Washington County is the secretary of the Economic Development Advisory Committee for that county. The operations manager at the Workforce Development Center in Waukesha County has participated in Conversations—an initiative led by the Waukesha County Economic Development Corporation (WCEDC) that promotes “Responsible Economic Development Through Courageous Conversations + Actions!” The WCEDC is a partner agency of the Workforce Development Center and the Executive Director is a member of the center’s management team. Two of the WOW WDB members are also members of economic development organization boards.

Other Business Associations

Through the administration of a \$3 million Department of Labor H1-B grant, the WOW WDB has established a strong relationship with the Wisconsin Precision

Metalworking Council. The Council is comprised of three manufacturing associations: the Tool, Die & Machining Association of Wisconsin, the Wisconsin chapter of the American Moldbuilders Association, and the Milwaukee chapter of the National Tooling and Machining Association. Over 250 manufacturing businesses are members of these associations. One result of the successful completion of the Advanced Manufacturing Training Program is the establishment of a conduit to the council through the appointment of one of its members to the WOW WDB. The WOW WDB is committed to building on the success of the H1-B grant in the manufacturing industry and intends to pursue similar relationships with professional organizations in other industries.

In Ozaukee County, the representative attends a monthly business networking group. Staff members are involved in Transitions to Work, Washington County Coalition, Ozaukee County Business Women's Association, West Bend Jaycees and the Salvation Army.

These are just a few examples of involvement of staff in community-wide activities that enhance their relationships with area businesses. The WDB fully expects the high level of involvement in these types of activities to continue in the future.

C. Describe what industries your WDB has focused on. Include your methodology of choosing these industries, and any service strategies that you have undertaken related to training.

Manufacturing

The WDB has made a concerted effort to reach area manufacturers. Manufacturing accounts for 23 percent of jobs and 28 percent of the total non-farm payroll in the three-county region. In response to the high concentration of manufacturing industries in the area, two Business Services Representatives in Waukesha County are assigned solely to the manufacturing sector.

The large number of dislocations from manufacturing companies in the area necessitates a focus on the retraining needs of these workers.

From July 2002 through December 2004, workers who remained employed in the metalworking industry were able to access training dollars to upgrade their technical skills through the H1-B Advanced Manufacturing Training Program.

Health Care

The projected growth of the health care industry has led the WOW WDB to focus attention in this direction. As mentioned in Section A, face-to face interviews were conducted with nursing administrators and human resources professionals in local health care facilities. The WDB sponsored intensive RN Update training at Waukesha County Technical College for previously licensed registered nurses wishing to re-enter the health care workforce. In December 2004 the WOW WDB applied for funding from the Department of Health and Human Services, Health Resources and Services Administration for a Pathways to Health Professions grant that would have provided health career awareness activities to K-12 students in a school district with a large concentration of Hispanic students.

The WDB plans to continue its outreach to various health care providers in order to assist them in addressing workforce challenges.

Printing/Publishing

According to a 2002 *Milwaukee Journal Sentinel* article, more than 47,000 workers are employed in Wisconsin's \$6.7 billion printing industry. Together, Milwaukee and Waukesha Counties rank 11th in the nation among regions with the most people employed in printing. The Harry V. Quadracci Printing and Graphics Center, an educational center for printing skills is located on the campus of Waukesha County Technical College (WCTC). In addition, last fall the WCTC board of trustees approved plans to build a \$3.9 million, 25,000 square-foot applied technology center that will become the new headquarters of the Professional Development Department of the National Association for Printing Leadership. Meetings with technical college staff are scheduled to discuss how the WDB can help meet the workforce needs of employers in this industry.

Retail Trade

According to the National Retail Federation (NRF), the retail industry is the entry point for approximately 40% of first-time workers and employs 1 in 5 American workers. Waukesha County Technical College—adjacent to the Workforce Development Center in Waukesha County—plans to develop a state-of-the-art customer service education and training facility that combines instruction, workshops, placement services, and ongoing job counseling and skill development. The proposed retail and service skills center would help recruit, train, assess, certify, and place individuals in long-term retail careers and job opportunities. The Department of Labor Employment and Training Administration highlights the NRF Foundation's retail skills centers in its High-Growth Industry Profile of the retail industry. Representatives from the WOW WDB will be included in the planning process as this initiative moves forward. If the center becomes a reality the local public workforce system will be called upon to support training programs and operations and provide linkages to the public system for workers and business services.

D. Indicate how case managers, front-line staff, and other employees are kept informed of in-demand occupations.

Annually, the WDB approves the expenditure of WIA training funds for selected high-demand occupations. The list of approved trainings and high demand occupations is distributed to case managers for use in discussing career options with customers. The list of occupations is also useful for non-traditional occupations exploration as all non-traditional occupations are noted on the list.

The Workforce Development Centers conduct an annual staff certification program that strives to increase knowledge of the center, community and region as well as the role and contribution made by staff in all of the partner agencies. The program includes a dynamic session featuring a speaker on labor market issues and trends, which includes information on in-demand occupations.

BSU reps routinely connect with businesses to promote JobNet. This allows reps to know which employers are hiring, as well as the specific wage levels and skill requirements. Case managers have access to these job postings, which enables them to pass along the information to the job seekers on their caseload in a timely manner. Ongoing communication between case managers and business services

reps about in-demand occupations are facilitated by the close physical proximity of the two groups.

An advantage of locating three of the four area Workforce Development Centers on technical college campuses is the access it provides to local experts, which include career development professionals who track workforce trends and share their expertise with their colleagues within the centers. Minutes of management team meetings and operations team meetings, shared with all staff and at center-wide all-staff meetings are other avenues to learn about in-demand occupations.

E. Describe how the WDB will use growing industry information in planning the future of your workforce delivery model.

WDB carefully considers how WIA training dollars are spent through the Individual Training Account (ITA) system. Each year the WDB considers a number of factors in developing an approved list of training programs in the area. Program data collected from recent graduates by the three area technical colleges—Milwaukee Area Technical College-North Campus, Moraine Park Technical College-West Bend Campus, and Waukesha County Technical College—is analyzed by planning staff. In order for a training program to be included on the approved list for a given year, at least 50 percent of the graduates who respond to the college's survey must be working in a related occupation and earn at least \$10 per hour.

The WDB frequently uses the Wisconsin Department of Workforce Development's WorkNet website that was recently launched by the Office of Economic Advisors, as well as its companion publication, *Using Labor Market Information to Understand Your Local Economy*. Information obtained from these and other resources assists planners in developing policy and programmatic recommendations regarding the funding and implementation of various proposals and activities. In the next two years, WDB plans to strongly encourage all staff to become more familiar with these and other sources of labor market information and to take advantage of training opportunities in this area.

The WDB uses the latest labor market information gleaned from national, state and local sources, when applying for additional funding opportunities. For example, in a recent Department of Health and Human Services grant application WDI considered the following information in the high-growth health care industry:

- *National*—According to a 2004 study by the Sullivan Commission on Diversity in the Health Workforce, the severe shortage of minority health care professionals adversely affects the quality of care received by minority and other medically underserved populations.
- *State*—The Wisconsin Department of Workforce Development predicts that one of every three new jobs in Wisconsin between 1998 and 2008 will be in health care. It is imperative that the supply of minority health care workers in the state be increased to help fill this need and enable the health care workforce to more accurately reflect the diversity of the general population.
- *Local*—A private college in the area recently received a \$559,450 Nursing Workforce Diversity grant from the U.S. Department of Health and Human Services to recruit and educate Hispanic students in nursing over a 3-year period. A local high school received a charter from the Wisconsin Department of

Public Instruction to operate a health professions academy within the larger school. The academy does outreach and recruiting at the middle school level.

The WDB responded to this information by developing a proposal to increase health career awareness among minority students at the elementary school level. The proposal thoughtfully considered local conditions and existing service gaps when addressing a problem with national scope.

F. Describe any other new or innovative strategies that your WDB has undertaken or partnered in to better respond to evolving labor market needs and become demand-driven.

Many of the strategies that WOW WDB has employed to become more demand-driven have already been outlined in A through E above. However, it is always open to new methods of delivering services to both job seekers and businesses and has undertaken several innovative strategies designed to achieve the goal of becoming more demand-driven.

Specialized job fairs

In response to an identified need, the Workforce Development Centers in the WOW area have recently begun hosting specialized job fairs. These smaller, industry-specific job fairs have been built upon the success of the larger, more generic spring and fall events that are open to any type of business. The specialized events attract job seekers who are specifically interested in obtaining employment in a particular industry, which is a big plus in the eyes of the businesses who rent the booths. So far, health care, construction, manufacturing, and transportation job fairs have been held. The centers plan to continue hosting specialized job fairs and may expand into other industries as appropriate.

WORK Publication

The WDB has sponsored a series of publications designed to provide a forum for workforce strategies and solutions for the organizations it serves. Each issue is centered on a theme; past issues have addressed such things as employee training programs, health insurance costs, and foreign competition. Articles are solicited from local leaders in a variety of disciplines (i.e. business, education, and government) who are experts in their field. The latest issue was mailed directly to more than 800 businesses and reached more than 5,000 subscribers to the *Small Business Times* through an insert targeting specific zip codes.

Plans for future WORK publications include:

- Incorporating a feature that highlights current labor market trends and issues
- Developing a more regular publication schedule
- Expanding readership
- Attracting highly credentialed contributors

Conference presentations

Members of the Business Services Unit have given presentations at various conferences throughout the Midwest. Most recently, the Operations Manager presented, "Building a Business Services System: How One-Stops Can Become Demand-Driven" at the 2005 Heartland Professional Development Symposium in St. Louis, Missouri. The WDB firmly believes that one-stop centers can and need to

develop a focus on business customers, even in a funding environment aimed at job seeker participants and that by identifying and effectively meeting the needs of employers, job seekers gain by having doors open as they become job-ready.

Staff members plan to continue to foster discussions and share best practices with other One-stop operators, and professionals in business services, employer relations and economic development fields.

Advanced Manufacturing Grant

In response to an overwhelming need to increase the skills of the area's manufacturing workers, WOW WDB partnered with the Wisconsin Precision Metalworking Council and Waukesha County Technical College in administering a \$3 million Department of Labor H1-B Advanced Manufacturing Training Program. The grant supported technical skills training for 261 apprentices and more than 700 non-apprentices in the metalworking field.

Regional Coordination

The WOW WDA has long acknowledged its labor and economic ties to counties outside the area, primarily Milwaukee. A coordination committee comprised of representatives from the WOW and Milwaukee areas, meets to discuss issues that are relevant to both. The group may be expanded to include the Southeast Workforce Development Area (Kenosha, Racine and Walworth counties) should it be interested in becoming part of the discussions.

This collaborative effort recently resulted in the submission of a proposal to the Governor's Council on Workforce Investment for a one-year planning project to develop a replicable partnership model that addresses technology skill deficits of incumbent and future workers in high-growth industries in the four-county area.

G. Describe what system or process your WDB has in place or will undertake to prioritize efforts to work with quality employers.

With over 20,000 businesses in the three-county area, it is not possible to reach each and every one. Outreach to a specific business depends on a number of factors, including industry, number of employees, hiring practices, compensation levels and benefits. It is WDB policy that on-the-job training placements must be with employers that pay at least \$10 per hour. Business Services Representatives concentrate their efforts on industry groups that are expanding and hiring new employees.

Employer contacts are divided into four categories:

- 1) *Bronze*—has used at least one center service (e.g. placed a job order), or has responded in some way to outreach/marketing efforts
- 2) *Silver*—denotes a stronger relationship and the use of more than one center service, or they may have participated in a job fair
- 3) *Gold*—business has a strong connection to the center and most likely contracts for fee-based services
- 4) *Uncategorized*—there is potential for a future relationship

VI. WIA Title I Program Services

A. Title I Adult and Dislocated Worker/Displaced Homemaker Service Strategy

1. Adult Funding Priorities

- a. **Describe the process that the WDB will use to direct its One-Stop Operator(s) to give priority to low-income individuals and recipients of public assistance if funds become too limited to serve all interested participants.**

Direction is given to contracted service providers of WIA Title 1-B services in the form of local policies regarding priority to low-income individuals. Certified low-income individuals and recipients of public assistance will be given precedence for WIA services. When funds become too limited, a “most in need” points system is utilized to assure that program services go to those with the greatest barriers who can benefit from service intervention. Barriers to be considered include: education level achieved, disability status, long-term unemployed, age, employment history, ESL, number of dependents, public assistance, veteran status, displaced homemaker and offender status. Core services are open to all adults in the area.

- b. **Describe the process that the WDB will use to direct its One-Stop Operator(s) to give priority to veterans and veterans' spouses as required in TEGL 5-03 and DWD Policy Update 04-03 if funds become too limited to serve all interested participants.**

Veterans or qualified spouses of veterans, who are otherwise eligible for WIA Adult Program intensive and training activities, will be given priority for funds over otherwise eligible participants at any time allocated funds for training are not expected to meet the demand in any program year. If funds are limited, a list of eligible veterans in order of their enrollment date will be used to allocate funds to those with the earliest dates of enrollment until all remaining funds are depleted or all the veterans on the list have had activities funded.

2. Mix of Services with Title I Funding

The allocation of Title I funds used to provide core, intensive and training services with the assistance of other funding sources are as follows:

Service	Adult %	Dislocated Worker %
Core Services	10%	10%
Intensive Services	40%	40%
Training Services	50%	50%

3. Displaced Homemakers: WIA expands the definition of dislocated workers to automatically include displaced homemakers.

- a. **Describe coordination with any displaced homemaker programs administered by the Wisconsin Technical College System Board.**

Waukesha County Technical College, Moraine Park Technical College and Milwaukee Area Technical College are partners in the one-stop centers. Any displaced homemakers receive information and assistance from college staff coordinating services as appropriate to their needs. Referral processes are familiar to all center staff.

b. Describe how services to displaced homemakers will be integrated into the dislocated worker program.

The local policy and procedure guide includes a policy regarding service provision to eligible displaced homemakers. All services available to dislocated workers are available to displaced homemakers.

4. a. Describe how the WDB will serve significant segments of the population

Operational agreements for service delivery in the one-stop centers were designed to ensure that duplication of service delivery was eliminated and that each partner provides services appropriate to that partner's mission. Maximizing the unique funding sources from each partner, the center is able to serve significant segments of the population.

b. Address what service strategies (e.g. infrastructure relationships with Benefits Planners, service delivery with Disability Navigators, etc.) will improve meeting needs for customers with disabilities.

The Disability Navigator provides services across four centers. Navigators focus their activities strategically to ensure the optimum benefit to customers with disabilities. Community outreach to Community-based organizations (CBOs) to inform audiences about center services which are available to people of all abilities, brings more customers to the centers. Navigators serve as a system change agent for centers by reviewing all services and access to those services with recommendations for change to center management. Navigators serve as a resource for staff of the centers as they serve customers.

Division of Vocational Rehabilitation (DVR) staff are partners in all centers. The Workforce Development Center in West Bend is the office location for all DVR counselors serving the county. Staff of another partner at the West Bend Center, The Threshold, Inc., a rehabilitation service agency provide vocational assessment services. The West Bend one-stop center is an excellent model of integration of partner services for people of all abilities.

5. Identify any service strategies that the WDB is undertaking or is planning to undertake to treat women as a targeted population and focus more effort on assisting women to obtain higher paying and equitable jobs.

Case managers will continue to discuss career choices, high-demand, high-wage jobs along with the discussion of non-traditional jobs for women. Maximum information for women, who can then make informed choices, can be significant in assisting women.

6. Describe the WDB policies and procedures supporting UI profiling activities.

One-stop partners assist Job Service staff in conducting informational workshops for those called under UI Profiling. Workshop participants are directed toward services within the one-stops that would best serve their individual needs, such as additional job search workshops, personalized counseling or training.

7. Describe the methods that have been developed to respond expeditiously to plant closings and layoffs.

Each county has a rapid response team led by WDI staff. Upon initial notification of a plant closing or downsizing, WDI staff arranges a meeting with company management. The meeting generally includes WDI staff, DWD staff, technical college staff, and union officials and arrangements are made for worker orientation sessions. The sessions are generally scheduled to occur before the layoffs, and whenever possible, at the workplace. In the event that the layoff has already occurred, workers are notified of services through mailing and phone outreach efforts. Worker orientation sessions include short presentations by center service providers and a UI claims specialist.

B. Title I Core Services

1. Describe core services that will be provided in addition to those above.

WDI and its one-stop partners will continue to offer customized employment-related services to employers on a fee-for-service basis.

2. Describe the WDB's design for Title I core services and how they fit with Wagner-Peyser Labor Exchange Services.

See A(4)(a) above for an explanation of the coordinated agreements. Labor Exchange Services funded by Wagner-Peyser represent the most popular job search activity at the centers – JobNet. Staff who manage the JobNet services provide essential services that allow WIA funds to be allocated to other core, intensive and training services. MOUs include matrices of service providers for each center.

3. Describe WDB's policy for supportive services, and provide a copy of the policy as an attachment.

Supportive services may only be provided to WIA participants who are enrolled in core, intensive or training services and are unable to obtain supportive services through other programs that provide such services. In order to receive supportive services a participant must apply through a case manager. Needs related payments are not covered by the local WDB. Participants are referred to other funding sources within the community for the necessary aid.

The local policy for supportive services is provided in **Attachment E**.

C. Intensive Services

- 1. Describe any intensive services that will be provided in addition to those identified above.**

There are no additional intensive services provided.

- 2. Provide the WDB's definition of "self-sufficiency."**

In keeping with the definition as determined by the Workforce Attachment and Advancement Program the definition of "self-sufficiency" for WDA #3 will be 200% of the federal poverty level, based on family size.

- 3. Describe how these services will be coordinated across programs/partners in the One-Stop Centers, including Vocational Rehabilitation, W-2 and Adult Education.**

Coordination of intensive services across programs/partners in the one-stop is led by the operations manager and operations team following the matrix of services for each center. Through center staff communications, information on the website and specific workgroups to enhance service delivery, seamless delivery of intensive services is ensured.

D. Training Services

- 1. Of the amount the WDB has allocated for training identify the percentage of training funds earmarked for Individual Training Accounts (ITA), On-the-Job Training (OJT), and customized training.**

ITA	60%
Employer-based training (OJTs)	40%

- 2. Describe the WDB's policy for its ITA system including limits on duration and amount**

Individuals who have not secured gainful employment through core and intensive services and/or who have obsolete or limited skills will be eligible for training. The decision is reached jointly by the individual and the case manager. Individuals, who for health reasons may need to change careers, will also be permitted to pursue training in an approved field regardless of their current skills.

ITAs are limited to approved training and have a dollar cap which reflects the average cost of tuition, books and fees for most programs offered at the area's three technical colleges per semester.

In order to assist participants toward their employment goals as quickly as possible, it is expected that training activities will be intensive and full time. However, the policy stops short of requiring that participants be in training full time. Eligible participants will be given an Individual Training Account (ITA) and information on providers, which will include the cost of training and the success rate of the training provider. Participants will then be expected to choose a provider and to accomplish their training objectives expediently.

Under certain circumstances less than full time training may be allowable and will be determined by the WDB President on an individual basis. Such part-time training should be for a short period of time and be consistent with the participant's assessment and occupational objectives. Examples of the allowable part time training are:

- Inability to schedule training courses due to lack of availability
- Only a few courses are needed to complete a degree
- The need to work while participating in training activities

3. Describe the WDB's intent to use exceptions (contracts) instead of or in conjunction with the ITA system. Address the following issues as applicable.

a. Describe the WDB's policies for OJT and Customized Training opportunities including the length and amount.

OJT contracts with employers provide occupational training for WIA participants where employers are reimbursed for 50% of the wages. The minimum hourly wage for OJTs and Customized Training is \$10/hour. Reimbursement for training may not exceed six months or 499 hours. The number of hours assigned to each contract is determined by the complexity of the job and the needs score of the participant, which identifies barriers to employment and learning ability. With this information a Training Time Conversion Chart is utilized to determine the number of hours assigned. Occupations selected must support the participant's abilities and promote beneficial career growth and economic self-sufficiency.

Customized occupational training contracts for participants are reimbursed for 100% of the wages and relates to the introduction of new technology, new production or service procedures, or upgrading of new jobs that require additional skills. The length and cost of Customized Training will vary based on the complexity of the job, the needs score of the participant, and the utilization of the Training Time Conversion Chart, with consideration for each company's product and procedures.

b. If a determination was made that there is an insufficient number of eligible providers, describe how this determination was made and the process to be used in selecting providers under a contract for services.

The area has large number of eligible training providers and has never faced an insufficient number of training providers.

c. If the WDB intends to serve special participant populations that face multiple barriers to employment, describe the criteria to be used to determine the demonstrated effectiveness of community-based organizations or other private organizations that serve these populations.

At this time, the WDB does not have plans to set aside specific training funds for community-based organizations or other private organizations that serve special needs populations.

4. Describe the Local Board policies for the following and provide copies as an attachment:

a. WDBs are given flexibility to decide the documentation they wish to use to justify a participant's "need for training." Describe the documentation required to demonstrate a "need for training."

All participants have a Needs Score Form on file to determine the level of need for services. The Needs Score assigns a point value to employment barriers and the level of need is correlated to the score. For enrollment in the dislocated worker program, any official announcement of the closing of the company or a letter of layoff is required.

b. Needs Related Payments

Needs related payments will not be provided under any circumstances.

E. Youth Program

1. Describe the framework for the local youth program, including:

a. How it will be integrated into the one-stop system.

The local youth program is totally integrated into the one-stop system. Core and intensive services for youth are provided at one-stop centers by partner agencies.

b. How this design will coordinate with other youth programs such as foster care, education, school-to-work, youth apprenticeship programs, Temporary Assistance for Needy Families youth programs and other relevant youth resources.

The Youth Council oversees the coordination with other youth programs. Youth Council members include representatives from local agencies serving youth. Recommendations by the Youth Council to the WDB often result in enhanced coordination of youth service providers to the benefit of area youth.

c. How this design will ensure coordination between other WIA Title I youth programs such as Job Corps, and others in the local area.

With the mutual interest of quality services for area youth, Youth Council members and contracted youth services providers value the benefits and efficiency of collaboration in serving youth within the constraints of available funding.

d. How this framework will ensure that youth who are not eligible for WIA have access to youth services within the Job Center system.

Through on-site visits and access to the center's website, youth not eligible for WIA services are still able to access information on available jobs, training providers, and other services offered at the centers.

2. Describe how the WDA will, in general, provide the youth program elements within the youth program design, In particular, discuss the following:

a. Preparation for post-secondary educational opportunities

Both informal and formal assessments of job readiness, basic skills, occupational interests and aptitudes are essential for preparation for post-secondary educational opportunities. Labor market information including high demand jobs projections will allow youth to make informed decisions.

b. Strong linkages between academic and occupational learning

Strong linkages exist between case managers and school counselors, youth apprenticeship programs, and school-to-work coordinators in each school district. Information workshops and special events at the area's technical colleges provide the connection between academic and occupational learning.

c. Preparation for unsubsidized employment opportunities

Services including achievement of basic skills, work experience, career planning, resume writing, labor market information, job seeking and employment retention skills will assist WIA youth program participants in becoming fully prepared for employment opportunities.

d. Effective linkages with intermediaries with strong employer connections

Youth Council members, who are leaders in the private sector, have strong participation in the youth program and provide linkages to the areas' business community.

e. Alternative secondary school services

When youth are in alternative secondary schools, case managers work closely with the school personnel to coordinate services.

f. Summer employment opportunities

Paid work experience offers youth the opportunity to develop all work-related youth competencies.

g. Paid and unpaid work experiences

The Youth Work Experience Program can be a paid or unpaid opportunity. It enables youth to receive occupational experience, learn workplace behaviors and socialization skills, and develop leadership skills.

h. Occupation skill training

Scholarships are available to eligible WIA youth participants for long-term or short-term training.

i. Leadership development opportunities

Leadership development opportunities occur during work experience, internships and adult mentoring.

j. Comprehensive guidance and counseling

WIA youth participants receive one-on-one career counseling and guidance. As counseling needs are identified beyond issues related to careers, referrals are made to appropriate counselors for mental health, behavioral health, or addiction issues.

k. Supportive services

Supportive services are provided to participants to enable them to engage in program activities (typically training). This is usually provided as childcare assistance or transportation assistance.

l. Follow-up services

Examples of follow-up services include: adult mentoring, assistance in securing better paying jobs, career development and further education, contact with the participant's employer, or other placement activities, leadership development opportunities, tracking progress in employment after training, work-related peer support groups, and referral to supportive services.

3. Youth Definitions

a. Provide your local definition of the sixth youth eligibility criterion

The WDB defines the sixth youth eligibility criterion as: "Individuals lacking the basic employment competencies necessary to secure and retain entry level employment".

b. Provide your local definition of "deficient in basic literacy skills" criterion.

In order to be deficient in basic literacy skills an individual must be at least two grade levels behind or a non-completer.

- 4. The proposed WIA reauthorization law is placing an increased focus on serving out-of-school youth rather than in-school youth. Describe the process you will use to target services toward out-of-school youth.**

Outreach efforts to out-of-school youth include outreach to youth offenders through juvenile and adult correctional staff and outreach to DVR counselors. Referral processes are in place with local human services departments for youth in foster care. A website offering information to youth will also attract eligible youth.

- 5. Describe how the WDB will target and serve youth most in need of services such as youth aging out of foster care, youth offenders, and others as listed above.**

Referral processes were developed for youth aging out of foster care, youth offenders and youth being served by other center partners. Disability Program Navigators market the center services to CBOs who serve these youth populations.

- 6. Describe the criteria and process to be used in awarding grants for youth activities, including criteria to identify effective and ineffective youth activities and providers.**

Primary Criteria

Demonstrated effectiveness—consideration of past performance in similar WIA and non-WIA funded programs, including:

- Past service to proposed target groups and the outcomes of such programs
- Past audit reports of the proposing agency
- Past monitoring reports
- Timeliness and accuracy in submitting required paperwork
- Past ability to meet stated goals and objectives
- Management/administrative capabilities
- Past effectiveness in encouraging females to enter into or explore non-traditional occupations
- Effective coordination with non-WIA funded services to the targeted population

Secondary Criteria

Cost:

- Cost per enrollment
- Cost per successful completion
- Overall price/cost analysis is favorable when compared with past similar programs and other current proposals
- Proposed matching funds (may include in-kind contributions)
- Accuracy and completeness of the proposal's budget and budget backup pages

- Operating costs limited to 8% or less of the budget

Overall Quality of Project—proposals that offer innovative approaches to employment and training programs are encouraged. At the same time, proposals must also address the core requirements outlined in the RFP. As such, the following areas will be reviewed:

- The proposal adequately addresses the basic program components as required in the RFP
- Program goals and objectives are quantifiable and within acceptable parameters
- Organizational structure and staffing patterns are reasonable and adequate to achieve proposed outcomes
- Services proposed are described adequately and are designed to meet the unique needs of the proposed targeted groups
- Proposed program outcomes and target group levels enhance the WDA's ability to meet State and DOL required standards
- Methods of encouraging females and males to consider/enter into non-traditional occupations are fully described
- Leadership development opportunities are clearly addressed within the program and fit the needs of the population being served

Process

- Notification of RFP published in newspaper and RFP packets sent to numerous organizations including past and current providers and known interested parties
- All proposals submitted by published deadline are reviewed and rated by WDB staff
- The scores for all proposals are presented with recommendations to the Youth Council
- The Youth Council determines which providers will be recommended to the WDB who makes the contract award decisions

F. New Service Delivery Strategies for WDAs failing performance measures as required by WIA, WDBs that have failed the same performance measure for more than one year must highlight any new or innovative service delivery strategies the WDB had engaged in or is planning to implement to maximize resources, increase service levels, improve service quality, achieve better integration, improve performance levels, or meet other goals. Include in your description the initiative's general design, anticipated outcomes, partners involved, and funds leveraged.

The WOW WDA has not failed the same performance measure for more than one year.

G. Strategies for Faith-based and community Organizations

- 1. Describe those activities to be undertaken to increase the opportunities for participation of faith-based and community organizations as committed and active partners in the One-Stop delivery system.**

Development of worksites for WIA youth that participate in Youth Work Experience offers opportunities to further develop partnerships with faith-based and community organizations. Planners collaborate with CBOs in seeking grant funds for youth programs.

- 2. Describe those activities to be undertaken to expand the access of faith-based and community organizations' clients and customers to the services offered by the One-Stops in the State.**

Disability Program Navigators are contacting all faith-based and CBOs to market the center services to customers who may be unaware of the centers.

VII. Service Providers and Oversight

A. Selection of Service Providers

- 1. Describe the process the WDB will use to select service providers for the following types of services: a. core services; b. intensive services; c. youth services.**

Service providers are selected in keeping with standards set forth by applicable laws, regulations and procedures approved by the WDB. Proposals are solicited through an open Request for Proposals (RFP) competitive process for core, intensive and youth program services. Competitive proposals are solicited at intervals determined by the WDB. See VI (E)(6) regarding selection process for youth service providers.

- 2. Describe how and where the services will be provided and who will provide them for the following types of services: a. core services; b. intensive services; c. youth services**

Core, intensive and youth services are provided by one-stop partner agencies and subcontracted agencies that receive WIA funding from the WDB specifically for core, intensive and youth services.

Case management staff are located in all four one-stop centers where most services will be provided. Some services are provided to customers in schools and other locations in the community.

- 3. Provide an organizational chart showing staff and administration of all service providers for the following types of services: a. core services; b. intensive services; c. youth services.**

The matrix of service providers for each center that is part of the MOU includes all of the requested information about which partner agency provides which services.

B. Oversight and Training of Service Providers

1. Describe the monitoring and oversight procedures the WDB uses.

WDI, the administrative entity for the WDB, assigns staff to monitoring and evaluation activities. Annual comprehensive monitoring includes both fiscal and program compliance. Program compliance monitoring includes the analysis of participant files and corresponding ASSET entries. Any issues needing correction are addressed through a corrective action process. Staff use the review findings to determine training needs of individual case managers, specific subcontracted agencies, or all case management staff in the WDA.

2. Describe how staff providing services are trained in the use of the ASSET system and the WIA program.

Supervisory staff ensures that both new and experienced staff are trained in the use of ASSET. Use of the online ASSET tutorial, local policy and procedure guide, written and verbal direction are all ASSET training methods. Supervisors determine the need for additional ASSET training as they oversee the work of case managers.

3. Describe local processes for monitoring and ensuring timely and comprehensive entry of participant information into the ASSET system.

Centralized ASSET data entry by WDI staff ensures consistency and timely entry of data. Case managers access the ASSET system to update case notes and add credentials. Local monitoring of both the ASSET screens and the paper files on a regular basis ensure that information is recorded in a timely manner.

4. Describe any local data systems in use to record and track participants.

A local database, Microsoft Access 2000, is used for local reports and selected analysis of projected performance standard compliance.

VIII. Performance and Accountability

The WDB did request consideration of some performance standards that are lower than the standards Wisconsin has submitted to DOL for PY2005 and 2006. The request was submitted on 4/15/05. The final negotiated standards for WOW will be included in the comprehensive plan due later in the year.

A. Additional WDB performance standards.

No additional performance standards have been developed. The seventeen performance standards for WIA Title1 programs are the standards measured in the local area.

B. Describe the local area continuous improvement activities and how performance data will contribute to this process.

WIA Program monitoring is conducted for each contracted provider of WIA services at least annually. This comprehensive review of service delivery includes file reviews of participants in the Adult, Dislocated and Youth programs. A written report for each contractor details the findings and expected course of action for correcting any deficiencies. WDI staff who conduct the monitoring reviews use the findings for analysis of training needs for individual case managers, specific contractors or all WIA case managers. Training is conducted as needed.

A local WIA Policy and Procedures Guide and forms catalog were created in 2004 with online access to both for all contractors. WDI management staff is responsible for updating these resources. Each communication from DWD – DWS is reviewed. When local policy or procedures need to be created or changed, appropriate action is taken.

Performance data based on ASSET input and other sources is received quarterly. This information is sorted by case manager and analyzed by WDI monitoring staff. Case managers and their supervisors review any data with a potential negative affect on one or more performance measures. Timely corrections are made where possible and have made significant differences in meeting or exceeding standards for PY2003. Analysis and subsequent corrective actions will continue to improve performance measures.

Local staff serves on the ASSET User's Committee, share emails, draft materials and solicit opinions as changes, new mandates and enhancements are brought before the committee. Involvement with this group will be an ongoing method of attending to improved quality of service. At the local level, WDI staff meets weekly to address these pending issues and analyze local impact.

Centralized data input to ASSET was initiated in 2004. The complexity of the ASSET system and its inherent flaws led to excessive time and attention to learning, correcting, relearning and rechecking work by many case managers, supervisors, monitors and program managers. Improvement in performance measures is already evident due in part to centralized data input.

DOL's performance measures for federally funded employment and training programs, referred to as Common Measures, will present challenges to Wisconsin with the aggressive timeline for data collection beginning July 1, 2005. We are in agreement with DWD's efforts to convince DOL to delay data collection until the state system can be altered to accommodate any additional information not currently collected.

C. Provide a detailed description on how you are focusing your follow-up services to emphasize retention strategies or how you have changed your program services during program participation to ensure retention success before participants exit and become harder to reach.

Although Performance Measures for PY2003 and the first two quarters of PY2004 for WOW for Adult Six Month Retention and Earnings Change exceed the standards,

several strategies have been enacted to ensure emphasis on retention. We cannot rely on historical information for service strategies with current participants.

Initial interviews with participants and case managers stress the information about the need for feedback and response to questions during and after the participant's enrollment in WIA programs. Retention in full-time employment is more likely when problems are resolved and assistance provided quickly.

Both informal or formal and formal assessment tools are utilized to ensure maximum compatibility and ability to succeed in training and subsequent employment in selected occupations. Beginning in May 2005 most participants will complete a computer skills assessment for use in employment search activities. Computer skills are critical in the majority of occupations across most industries. Accurate assessments will allow participants to match their abilities appropriately to jobs. Accurate assessments will also allow participants to decide to enter training to improve those computer skills to make them more competitive for specific jobs and more likely to succeed in those jobs.

As participants secure employment, case managers again stress the need for continuing communications after program exit and follow-up services that will be offered periodically after exit.

IX. Assurances and Signatures

The Waukesha-Ozaukee-Washington Workforce Development Board assures the following:

1. The WDB, including the chief elected official of the area and providers receiving funds under Title I of the Workforce Investment Act, will comply with the Fiscal Controls established in Section 184 of the WIA.
2. The WDB and chief elected official assure that it will comply with the nondiscrimination provisions of WIA section 188, including an assurance that a Methods of Administration has been developed and implemented.
3. The WDB assures that it will collect and maintain data necessary to show compliance with the nondiscrimination provisions of WIA section 188.
4. The WDB assures that veterans will be afforded employment and training activities authorized in section 134 of the WIA.
5. The WDB assures that all WIA participants will be exposed to a full range of career choices, including orienting and exposing women to training and jobs with family supporting wages that women have traditionally not held.
6. The WDB assures that no funds received under the Workforce Investment Act will be used to assist, promote or deter union organizing.
7. The WDB assures that it will comply with section 504 of the Rehabilitation Act of 1973 and the American's with Disabilities Act of 1990

Waukesha-Ozaukee-Washington Workforce Development Area

8. The WDB assures that is developed this plan in consultation with the business community, labor organizations, and required partners.
9. The WDB assures that funds will be spent in accordance with the Workforce Investment Act legislation, regulations, written Department of Labor Guidance, and all other applicable Federal and State laws.

This plan has been developed for the Waukesha-Ozaukee-Washington Workforce Development Area in accordance with the terms of the Workforce Investment Act.

Name: John Heyer, Workforce Development Board Chair

Signature: _____ Date _____

Approved for Waukesha, Ozaukee and Washington Counties by:

Name: Daniel M. Finley, Waukesha County Executive

Signature: _____ Date _____

Attachment A

**Waukesha-Ozaukee-Washington Counties
WORKFORCE DEVELOPMENT BOARD
MEMBERSHIP LIST
WDA# 3**

Contact Person: Francisco Sanchez (262) 695-7888Date Changed: 04/05**Private Sector Only**

Member Name and Title	Business or Organizations Name, Address, E-Mail	Partner Program*	Nominated By: (org.)	Term in Years	Term Ends On (M/D/Y)	Sex (M/F)	Minority (Y/N)	<u>NAICS</u> ** County	Firm Size ***
William Baumgart Executive Director (1)	Partners for Education, Inc. 892 Main St. Pewaukee, WI 53072-5813 Bbaumgart@wctc.edu	Education	Waukesha School District	2	06/30/04	M	N		
Robert B. Blair President (2)	Blair's True Value Hardware N48 W13530 Hampton Rd. PO Box 363 Butler, WI 53007 jeannine@blairsonline.com	Private	Butler Chamber of Commerce	2	06/30/05	M	N	Trade 44413 Wauk	Small
Michael Bloedorn Director (3)	Washington Cty Social Services 333 E. Washington Ste. 3300 West Bend, WI 53095 Mike.Bloedorn@co.washington.wi.us	TANF/ FSET	DSS Board	2	06/30/05	M	N		
Carolyn Clauter Director of Human Resources	Lutheran Homes of Oconomowoc 1306 W. Wisconsin Ave. Oconomowoc, WI 53066	Private	Waukesha County Economic	2	06/30/05	F	N	Educ ation & Health	Small

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(4)	Cclauter@lho.org		Development					6231 Wauk	
Mary Conrad Unemployment Claims Manager (5)	Milwaukee Benefits Center Po Box 09999 Milwaukee, WI 53029 Conramar@dwd.state.wi.us	UI	Department of Workforce Development	2	06/30/05	F	N		
Jennifer Dorow Attorney (6)	Huppertz & Kuttary, S.C. W240 N1221 Pewaukee Rd. PO Box 215 Waukesha, WI 53187-0215 jenniferdorow@wi.rr.us	Private	Waukesha County Economic Development	2	06/30/06	F	N	Prof. & Business 5415 Wauk	Small
Martin Frank President (7)	Waukesha State Bank 100 Bank Street Waukesha, WI 53187 mfrank@waukeshabank.co m	Private	Waukesha County Economic Development Corporation	2	06/30/05	M	N	Financial Activities 5211 Wauk	Small
John Heyer President (8)	Kettle Moraine Coatings 501 N. Center Jackson, WI 53037 jheyer@prodigy.net	Private	Jackson Area Business Association	2	06/30/05	M	N	Manuf. 3228 Wash	Small

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Steve Holtan President (9)	Slinger Manufacturing Co. 5450 Hilldale Road Slinger, WI 53086 steve@slingermfg.com	Private	Slinger Advance. Assn.	2	06/30/06	M	N	Manuf. 3328 Wash	Small
William Johnson President (10)	Johnson Level & Tool Co. 6333 W. Donges Bay Rd. Mequon, WI 53092 bjohnson@johnsonlevel.com	Private	Mequon Chamber Of Commerce	2	06/30/05	M	N	Manuf. 3322 Ozauk	Small
Marc Jorgensen President, Jorgensen Conveyors (11)	10326 North Provence Court Mequon, WI 53092 mmjorgensen@wi.rr.us	Private	Mequon/Thien sville Chamber of Commerce	2	06/30/05	M	N	Manuf. 3332 Ozauk	Small
Diane Knutson District Director Wisconsin Job Service (12)	Workforce Dev. Center 892 Main St. Pewaukee, WI 53072 Knutsd@dwd.state.wi.us	Wagner Peyser, NAFTA, TAA,	DWD- DWE/Job Service Div.	2	06/30/05	F	N		
John Krause Marketing Director	CARE-PLUS Dental Plans, Inc. Dental Associates Ltd.	Labor Rep	Washington County Central Labor	2	06/03/05	M	N		

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(13)	11711 W. Burleigh St. Wauwatosa, WI 53222 jkrause@dentalassoiates.com		Council						
Glen Lewinski Community Development Coordinator (14)	Waukesha County 1320 Pewaukee Road Waukesha, WI 53188 Glewinski@waukeshacounty.gov	CSBG and Econ. Dev.	Community Development Block Grant	2	06/30/05	M	N		
Dr. Nina Jo Look Campus Vice President MATC North Campus (15)	MATC North Campus 5555 West Highland Rd. Mequon, WI 53029 lookn@matc.edu	Carl Perkins Adult Ed & Lit.	Ozaukee County Economic Development	2	06/30/05	F	N		
Merton Lueptow President (16)	Lueptow's Furniture 211 N. Franklin Street Port Washington, WI 53074 mleuptow@sbc.net	Private	Port Washington Chamber of Commerce	2	06/30/05	M	N	Trade 4421 Ozauk	Small
Linda Olson	<u>Office on Aging</u>	Older	Wisconsin Job	2	06/30/05	F	N		

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Director (17)	401 E. Washington West Bend, WI 53095 agelinda@co.washington.wi.us	Americans	Service						
Louis Pascek Labor Liason (18)	AFL-CIO 1350 Spring Dr. Brookfield, WI 53005	Labor Rep	Waukesha County Labor Council	2	06/30/05	M	N		
Stephanie Pearla, Director (19)	DVR 141 NW Barstow Rm 157 Waukesha, WI 53188-3789 Perlas@dwd.state.wi.us	Voc Rehab	Department of Workforce Development	2	06/30/05	F	N		
Donald L. Rouse Vice President, Corporate Operations (20)	Kohl's Corporation N56 W17000 Ridgewood Dr. Menomonee Falls, WI 53051 drouse@wctc.edu	Private Econ. Dev.	Menomonee Falls Chamber of Commerce	2	06/30/05	M	N	Trade 4521 Wauk	Large
Francisco Sanchez President (21)	WOW Workforce Dev. Board 892 Main Street Pewaukee, WI 53072 fsanchez@wctc.edu	WIA- Title B and WtW		2	06/30/05	M	Y		
Peter Schuler	Dept. of Health and Human	Human	Dept. of Health	2	06/30/05	M	N		

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Director (22)	Services 500 Riverview Ave. Waukesha, WI 53188 pschuler@waukeshacounty.gov	Services	and Human Services						
Terry R. Sutter Vice President (23)	<u>1st</u> Federal Savings Bank 134 Wisconsin Ave Waukesha, WI 53186 sutter@firstfedwaukesha.com	Private	Waukesha Area Chamber of Commerce	2	06/30/05	M	N	Financial Activities 5211 Wauk	Large
Gary Strand Vice President, Human Resources (24)	HUSCO International W239 N218 Pewaukee Rd. Waukesha, WI 53188 garys@huscointl.com	Private	Waukesha Area Chamber of Commerce	2	06/30/05	M	N	Manuf. 3329 Wauk	Large
Anselmo Villarreal Executive Director (25)	La Casa de Esperanza 410 Arcadian Waukesha, Wi 53186 anselmo@lacasadeesperanza.org	CBO	LaCasa Board of Directors	2	06/30/05	M	Y		
Mary Wehrheim, President	Stanek Tool 2500 S. Calhoun Rd. New Berlin, WI 53151	Private	Michael Ritzer/ National Tool	2	06/30/05	F	N	Manuf. 3335	Small

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(26)	mwherrheim@stanektool.com		and Manufacturing Association					Wauk.	
Bruce Wilk Associate Director (27)	The Threshold Incorporated 600 Rolfs Rd. West Bend, WI 53095 brucewilk@thresholdinc.org	CBO Voc Rehab	The Threshold, Inc.	2	06/30/05	M	N		
Chris Wood General Manager (28)	Wisconsin Web Offset, LLC 21045 Enterprise Ave. Brookfield, WI 53045 Chris.wood@wwoffset.com	Private	Waukesha County Economic Development Corp.	1	06/30/05	M	N	Prof. & Business 5415 Wauk	Small

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**WORKFORCE DEVELOPMENT BOARD
COMMITTEES AND ROLES**

Workforce Development Committee

Membership - Various Board members

Responsibilities include:

- Research and develop local program plans related to adult services
- Identify eligible providers of services to adults/dislocated workers
- Research, develop and make policy recommendations to the Board on local and regional workforce planning
- Analyze employment trends and make occupational priority recommendations
- Coordinate workforce investment activities with area economic development strategies

Milwaukee/WOW Coordinating Committee

Membership - Board members from both the WOW WDB and Milwaukee WDB (Private Industry Council)

Responsibilities include:

- Guide the coordination of activities and initiatives between the two areas.
- Discuss workforce development issues that affect the delivery of employment-related services in the four-county area
- Assist in meeting workforce development needs

Youth Council

Membership - Board members and non-board members who have special interest or expertise in youth policy

Responsibilities include:

- Work with Board staff to develop that part of the WIA plan that relates to services for youth
- Review and recommend to the Board-eligible providers of contracted youth services
- Provide oversight of youth service contracts
- Ensure area youth activities coordination

Selection and Oversight Committee

Membership: Various Board members

Responsibilities include:

- Provide oversight and performance monitoring (Quality Assurance) of the Centers in the WOW area using state-mandated measures that are outcome-based and customer satisfaction based
- Make recommendations to the full Board for WIA services providers

Attachment B

Executive Committee

Membership - Chairpersons of the other Board Committees

Responsibilities include:

- Review and coordination of recommendations and assignments of Board subcommittees
- Handle ongoing operating procedures for the Board
- Establish overall policy direction and recommendations for the Board
- Handle miscellaneous issues as appropriate
- Act on behalf of the Board, if so delegated

Joint Executive Committee

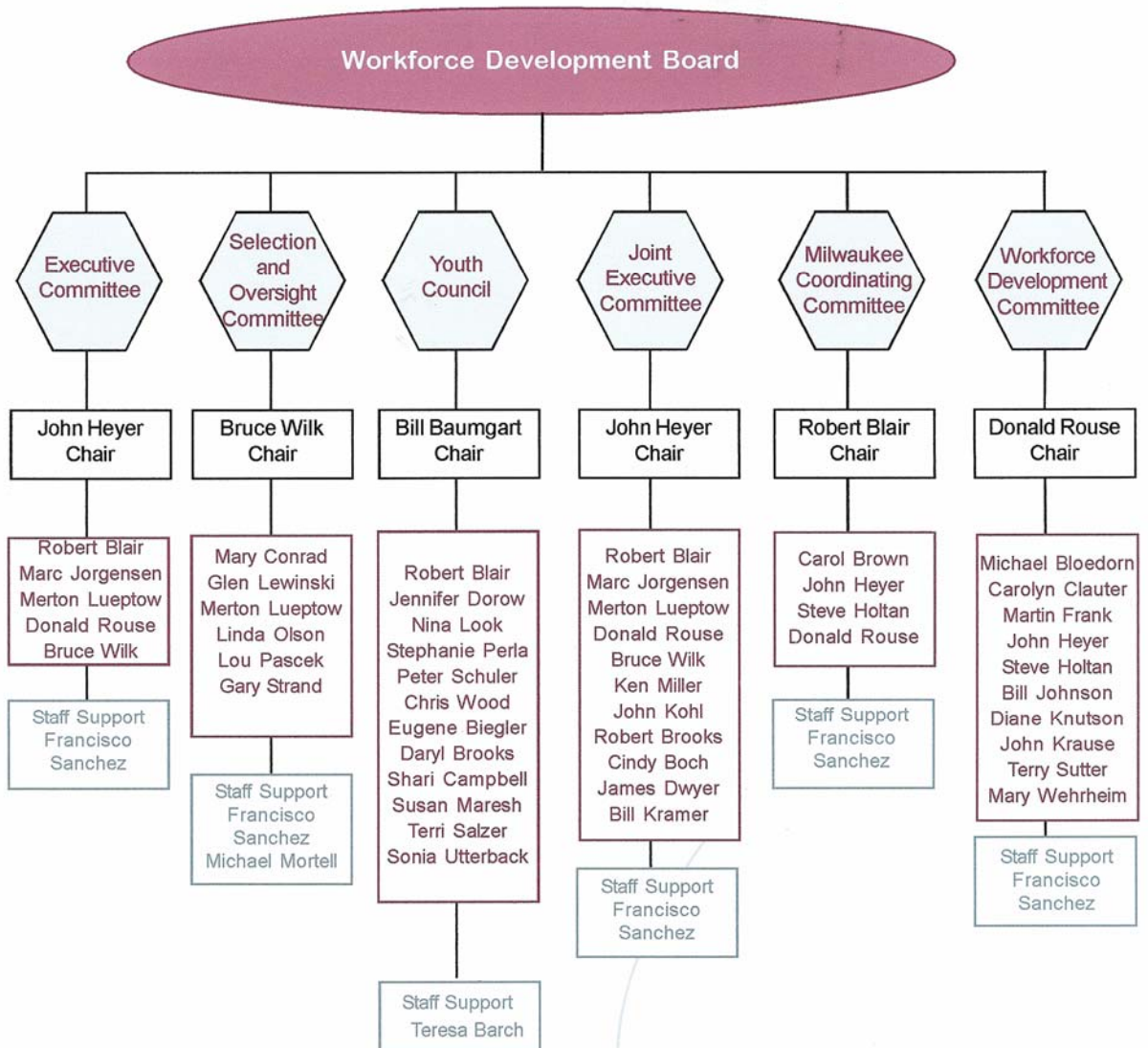
Membership - Executive Committee, Chairmen of the county boards of Waukesha, Ozaukee and Washington Counties and one additional county board supervisor from each of the 3 counties

Responsibilities include:

- Review and react to workforce development issues
- Remain informed on board committee activities and opportunities
- Ensure the successful partnership of local government and WDB in accomplishing mutual workforce goal

WDB Board Structure

WORKFORCE DEVELOPMENT BOARD



2004-2005 WOW Workforce Development Board & Committee Meeting Schedule

WORKFORCE DEVELOPMENT COMMITTEE	YOUTH COUNCIL	MILWAUKEE /WOW COORDINATION COMMITTEE	SELECTION & OVERSIGHT COMMITTEE	EXECUTIVE COMMITTEE	JOINT EXECUTIVE COMMITTEE	WORKFORCE DEVELOPMENT BOARD
						Tuesday August 24 Linden Inn
Wednesday <u>September 8</u> WDC Pewaukee Room 158 8:00 am	Thursday <u>September 16</u> MPTC West Bend L- 123 8:00 am	<u>Tuesday</u> November 4 WDC Pewaukee Room 170 8:30 am	<u>Tuesday</u> <u>September 28</u> WDC Pewaukee Room 170 8:00 am	_____	<u>Friday</u> October 8 WDC West Bend W- 101 8:30	<u>Wednesday</u> <u>October 27</u> <u>WDC Pewaukee</u> <u>108-110</u> <u>8:00 am</u>
Thursday <u>December 2</u> WDC West Bend W-101 8:00 am <i>Cancelled</i>	Thursday <u>December 9</u> WDC Pewaukee 108-110 8:00 am	_____	Tuesday, Jan uary 11 WDC/ West Bend W-101 8:00 am	_____	_____	Wednesday <u>January 26</u> MATC N. Campus Lecture Hall 8:00 am

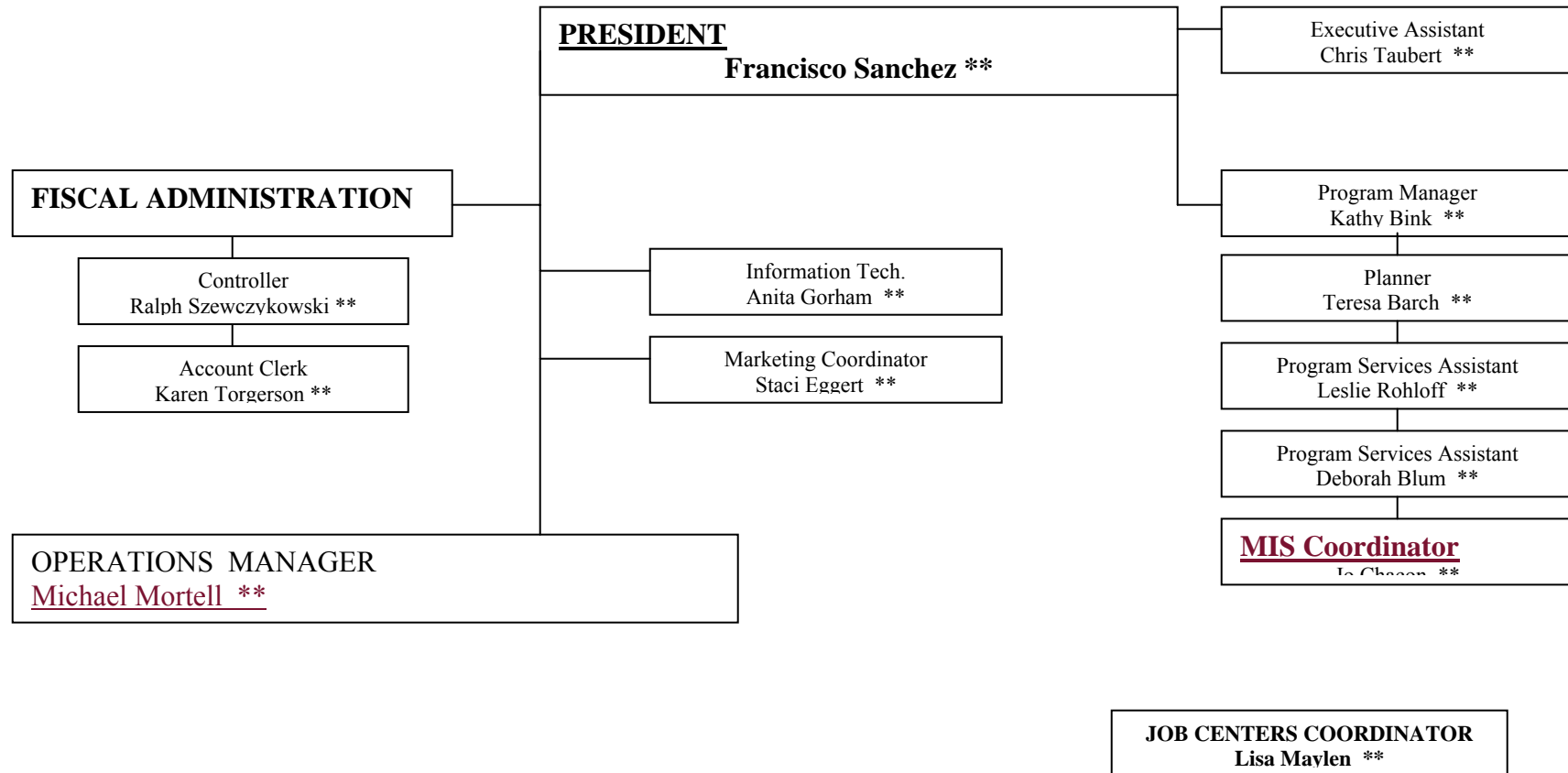
Attachment B

			Cancelled			
Wednesday <u>February 9</u> <u>WDC</u> <u>Pewa</u> <u>ukee</u> <u>Room</u> <u>170</u> 8:00 am	Thursday <u>February 17</u> MPTC / West Bend L-123 8:00 am	Tuesday (Date Pending)	Tuesday <u>F</u> <u>e</u> <u>b</u> <u>r</u> <u>u</u> <u>a</u> <u>r</u> <u>y</u> <u>2</u> <u>2</u> WDC Pewaukee Room 170 8:00 am	<hr/>	<hr/>	Wednesday <u>March 16</u> PAC West Bend 1113A 8:00 am
Wednesday <u>April 27</u> WDC West Bend W-101 8:00 am	Thursday <u>May 5</u> <u>W</u> <u>D</u> <u>C</u> <u>P</u> <u>e</u> <u>w</u> <u>a</u> <u>u</u> <u>k</u> <u>e</u> <u>e</u> <u>1</u> <u>0</u>	<hr/>	Tuesday <u>May 10</u> WDC West Bend W-101 8:00 am	<hr/>	Friday <u>May 20</u> WDC Pewaukee Room 170 8:30 am	Wednesday <u>Ju</u> <u>n</u> <u>e</u> <u>1</u> WDC Pewaukee 108-110 8:00 am

Attachment B

	<div>8/ 1 1 0</div> <div>8:00 am</div>					
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W-O-W WORKFORCE DEVELOPMENT, INC.



Attachment D

**Indicates administrative support for board

Attachment E

CM-07: Supportive Services Policy

Purpose: This policy provides clarification on when and to whom we provide transportation assistance or childcare payments and the procedures for doing so. Supportive services may only be provided to WIA participants who are enrolled in core, intensive or training services and are unable to obtain supportive services through other programs providing such services. (WIA section 134 (e) (2) (A) and (B).)

Background: Funds available for supportive services are limited. Case managers will carefully consider the individual circumstances in responding to a request. The priority for use of funds is for participants to attend schooling or training. Case managers may approve a participant for transportation to attend job interviews or job searches. Approvals related to these activities should be limited to participants who meet the low-income requirements. WIA funds will be used only after all other appropriate sources have been explored and exhausted. For example, if the participant qualifies for FSET, supportive payments should be explored through FSET funding.

Policy 1/05: Reimbursement for transportation is \$.12/mile after the first eight miles for auto use. The vehicle does not need to be the participant's, nor does the participant need to be the driver. Please see Transportation Reimbursement Request form for mileage calculation. A daily or monthly rate may be assigned for public transportation, depending on the circumstances of the individual participant.

Childcare is reimbursed only for the hours that the participant is in training plus an additional hour per day for travel to and from training. Compensation will be for actual childcare hours provided each month; reimbursement rates for care is as follows: 1 child= \$2.00/hour, 2 children= \$3.50/hour, 3 or more children= \$4.50/hour.

It is the responsibility of the case manager to approve requests for supportive payments and to explain the reimbursement policy. It is always inappropriate to refer participants to the Account Clerk for information regarding supportive services.

Procedures for Reimbursement: After the case manager approves the participant request, the form for Transportation/ Childcare Reimbursement Request (or both) should be completed, signed, and forwarded to the Account Clerk by fax or mail. Request forms are reviewed for complete information.

The approved form is signed and dated by the Account Clerk. A letter describing the reimbursement program is then sent to the participant along with WIA School Attendance Reporting Forms. If the request is for childcare, a copy of the Supportive Services approval letter is also sent to the childcare provider along with a Notice to Childcare Providers (a letter explaining the reimbursement process) and Childcare Reimbursement Vouchers. A copy of the approval letter is also sent to the case manager.

All participants receiving Supportive Services will complete the WIA School Attendance Reporting Form on a monthly basis while they are attending training. This form is signed by the instructor and confirms the days and dates that the participant attends classes. The forms need to be returned to the Account Clerk by the fifth day of the following month via fax or mail. From this attendance form, the amount of transportation and childcare reimbursement are determined.

A check is then mailed to the participant for transportation reimbursement or to the childcare provider for their services; checks are processed every two weeks. In the event that children are enrolled in the Wisconsin Youth Company's After School Program, the cost is determined and paid in advance by the participant. WIA School Attendance Reporting Forms are filled out by After School Program officials

Attachment E

and returned to the Account Clerk via fax or mail on a monthly basis. Checks are processed and paid to the participant based on these forms.

Reference: [Workforce Investment Act Program Guide](#), Part 2, Chapter 2, Section M

Attachment F

Waukesha-Ozaukee-Washington Workforce Development Area #3

CERTIFICATION REGARDING LOBBYING

CERTIFICATION FOR CONTRACTS, GRANTS, LOANS AND COOPERATIVE AGREEMENTS

The undersigned certifies, to the best of his knowledge and belief that :

- (1) No Federal appropriated funds have been paid or will be paid by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
- (2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
- (3) The undersigned shall require that the language of this certification be included in the award documents for all* subawards at all tiers (including subcontracts, subgrants and contracts under grants, loans, and cooperative agreements) and that all* subrecipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Waukesha-Ozaukee-Washington Workforce Development, Inc.

WIA Title 1-B

Grantee/Contractor Organization
Program/Title

Francisco Sanchez, President

April 29,2005

Name of Certifying Official
Date

Signature

*Note: In these instances, "All," in the Final Rule is expected to be clarified to show that it applies to covered contract/grant transactions over \$100,000 (per OMB).

Attachment F

Attachment G

Waukesha-Ozaukee-Washington Workforce Development Area #3

**CERTIFICATION REGARDING DEBARMENT, SUSPENSION
INELIGIBILITY AND VOLUNTARY EXCLUSION
LOWER TIER COVERED TRANSACTIONS**

This certification is required by the regulations implementing Executive Order 12549, Debarment and Suspension, 29 CFR Part 98, Section 98.510, Participants' responsibilities. The regulations were published as Part VII of the May 26, 1988 Federal Register (pages 19160-19211).

**BEFORE COMPLETING CERTIFICATION, READ ATTACHED INSTRUCTIONS
WHICH ARE AN INTEGRAL PART OF THE CERTIFICATION**

- (1) The prospective recipient of Federal assistance funds certifies, by submission of this proposal, that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.
- (2) Where the prospective recipient of Federal assistance funds is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this proposal.

Francisco Sanchez, President

Name and Title of Authorized Representative

April 29, 2005

Signature

Date